**Kapil Khanna**

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**Summary**

A target-oriented senior IT leader with 26 years of progressive experience in Global IT Services and a successful track record of **Global Delivery** & **Practice** with **P&L** and **Startup & Scale** (0 to 50 FTE in 18 months). I have **Set up** and **Scaled IT Organizations** & **Practices,** Driven Business Growth Strategies, Created Solutions & Offerings, and Led Global Transformation Programs – Delivery and Turnaround. With several **1st** to my credit, I have **established** and **institutionalized** best practices to deliver **higher** and **measurable RoI** in each endeavour. I’ve enabled several of my teams to **identify** and **articulate value,** and created **two implementation kits**. I believe that with evolving technologies, **deep domain knowledge** and **effective execution** are must for successful **digital transformation**.

**Core Skills**

Global Delivery Leader with P&L **|** Practice Head with P&L **|**  Solutions & Offerings Creation **|** GTM

AOP, Budgeting & SBU Growth Planning **|** Critical Thinking & Problem Solving **|** Analytical & Data Driven

Program Management **|** IT Strategy & Roadmap **|** Delivery Centre Setup **|** Digital Transformation

Value Discovery **|** Stakeholder Management **|** Risk & Change Management **|** Vendor Management

Teams & Leadership Building **|** Business Process Re-Engineering & Improvement **|** Start-up & Scale

**Key Achievements**

**Delivery Leadership – Global Delivery Leader, Portfolio Delivery Head, Account Manager**

* Headed a portfolio of Oracle Cloud, Oracle MDM, Oracle OTM, Netsuite, Oracle EBS, Infor, MS Dynamics, JD Edwards, PeopleSoft, and various PLM solutions as Global Delivery Leader for IES (Integrated Enterprise Solutions) in **Birlasoft**
* Responsible for **2850 resources** and revenue target of **185M USD** with **20%** of revenue from **digital technologies** (**Cloud, MDM, OTM, Netsuite, Infor** etc.)
* Nurtured and bolstered relationships with key customer executives with **executive presence** in the steering committee of key programs and **advisory** to client CXOs and leadership. Consistently achieved high CSAT, including **94% CSAT** for SBU during COVID-19
* Delivered **6.5M USD** additional margin by Cultivating a culture of CRs (3M USD), Driving productivity improvement measures (2.5M USD) and Enforcing billing rate revisions (1M USD) for renewals
* Influenced and negotiated several **CRs** with customers. Directed multiple turnarounds by focusing on scope management & clear articulation of exit criteria, and acceptance of these by all stakeholders, leading to successful completion of programs
* Achieved **-2%** effort variance at unit level with the **lowest** number of projects in **RED**
* Mentored **high-potential** employees for **next-level** leadership roles. Enabled the movement of **20** **SG&A** associates to next-level leadership roles in verticals. **50%** Reduction in **SG&A** headcount in **1 year**
* Against **24%+** attrition, accomplished **6.8%** reduction in attrition at the unit level in FY20
* Collaborated with SEPG and verticals to introduce & implement **integrated program audit** towards solution effectiveness, team effectiveness, and pro-active risk assessment for all transformational programs **within 6 months**
* Established **Jade Global**’s, a US based SI, NCR delivery center from scratch.
  + Built a team of **50** resources to serve **9** customers from the US and India in Web crawling, Java, Python, Oracle EBS, and BI
  + Established and grew the largest program in **Jade Global** for **SimplyHired**. Delivered **300%** revenue **growth, 120%** per person realization growth in 18 months, at **70% margin** and **100% CSAT**. Hired, groomed & mentored the team, created the execution methodology and grew the program consistently on strength of delivery quality, constant learning and adherence to timelines.
* Oracle and PeopleSoft Delivery Leader in **TCS** covering projects in Manufacturing, Media, Banking, and FMCG verticals with a peak team of **100+** and **100% CSAT**. Key achievements:
  + Enforced **CRs** to address scope creep by constantly monitoring the progress against the plan and raising the flag on time. Earned **28%** of the contract value as additional income in fixed-price projects
  + Implemented Oracle EBS at Flex Industries. It was aimed at streamlining export processes, improving financial reporting, and dynamic SKU creation based on client specifications
  + Formulated use-case-based requirement definition and HLD for vendor portal, as an outcome of **Supply-Chain consulting** to improve efficiency and greater transparency with vendors for improved customer fulfillment. The proposed solution was selected for global deployment at Honda Cars
  + Built and groomed **35+ team** at LG India for one of the most complex Oracle 11i implementations, that combined global processes with regional characteristics to compliment fast-paced growth of LG in India. LG recovered the cost of the project (**4.54M USD**) in 1 year through improvements
  + **ERP Upgrade** and **OS Migration** with **OM implementations** for two businesses of Panasonic
  + **WON** Oracle EBS post-production support from Flex, Panasonic, LG
  + Delivered **1st PeopleSoft SCM & CRM implementation** by TCS for India Today. Completed and closed the project with a scope-less contract by making customer agree to UAT sign-off criteria.
  + Delivered TCS’ **1st end-to-end Oracle Apps 11i implementation** for Honda Power. The program was aimed at improving financial reporting, the accuracy of sales forecast (50% 🡪 95%+), controlling inventory across 3 plants and 4 spare parts depots. Created **entire implementation kit** for future projects, that was used in all Oracle EBS implementations for the next 3 years.
  + Undertook several improvements and enhancements in 11i with Oracle
* Delivered 200%+ revenue growth as **TCS** offshore account manager for GE Medical Systems. Monthly revenue grew from **400K USD** to **1.25M USD** while headcount grew from **80** to **250+** in a portfolio of 27 projects in ERP, Java, Siebel, BI, EAI, and Oracle on strength of superior & on-time delivery and 100% on/before time fulfilment. This growth created the foundation for **1st** ever **100M USD contract** won by an Indian IT company, in GE Medical System.

**Practice & Business Development Leadership – Global Practice Head, Practice Leader, Deal & Solution Architect**

* Consolidated all ERPs (SAP, Oracle, Peoplesoft) under ERP Service Line as **Global ERP Practice Head** in Birlasoft to create scale, and drive growth & efficiencies. Peak **revenue of 50M+** with a team of **1000+ FTEs.** Added Workday, JD Edwards and RAMCO capabilities in the portfolio
* In **collaboration** with sales and delivery, achieved **20 New Logo** wins, **7% GM** improvement, revenue growth of **16%** **CAGR** for **3 years** by
  + Packaging and positioning of **existing capabilities**
  + Developing **new solutions, offerings** & **capabilities**
  + Establishing the presence in the **US** and **Europe**
  + Developing a team of **20** customer-facing SMEs as account openers
* Defined **Annual Qualitative Plan (AQP)** for **ERP practice for 3 years**. Worked closely with stakeholders from Verticals, Sales & Marketing and Leadership to define Account-wise Plan, Growth & Go-to-Market strategies and Annual Budget
* To drive growth & create visibility, nurtured and revitalized relationships with SAP & Oracle through joint initiatives, GTM, and events participation. Key achievements:
  + Co-development and certification of **ROMO, 1st IOT application** for Birlasoft, on SAP’s Hana Cloud Platform. It was ranked among the **top 3 innovations by SAP** in the 2016 Annual Partner Summit
  + Migration of internal Oracle EBS, PeopleSoft, JD Edwards instances to **Oracle Cloud.** The first cloud migration from AWS to Oracle Cloud. This was presented in **OOW 2017** on Day 1, the **1st** ever **Birlasoft** presentation at OOW.
* Launched advisory services DaaS (Discovery-as-a-Service), **earned 1M USD revenue in 1st year**
* **Incubated new technologies** and created the capabilities to deliver the technology by setting up of learning infrastructure in S/4 Hana, Oracle Cloud, JD Edwards and RAMCO
* With multiple GE businesses opting for Charts of Accounts migration as part of their financial re-engineering, created in-house expertise in Chart of Accounts migration, **4 wins**
* Designed **PPV analysis** for GE Energy to show price comparison at the point of context, with the **demonstrable** potential of annual savings of **500K - 3.18M USD** on an item base of 1800
* Served in **CIO recruitment** and **ERP advisory** to CK Birla group
* Deal architect with Strategic Solution and Outsourcing (SSO) unit in **TCS**. Formulated multi-year **(100M+)** transformative AMS and ADM deals in the USA, APAC, and MEA across verticals. **3 wins** (total size of 200M+ USD) **out of 11** deals.
* Initiated **Microsoft practice** in **Jade Global**. Attained partner status in 6 months by delivering on revenue and certification targets. The quarterly license sales grew from **USD 37K** to **USD 770K**, profit margin grew from **USD 2K** to **USD 80K** in 18 months. Won **first BI based SI opportunity** for Jade Global in India
* As CRM solution architect, crafted **70+ RFP Responses, RFI, PoC** in fast-paced pre-sales cycle for large SI opportunities across 7 verticals and leading CRM solutions (Siebel, SAP CRM, Sage/Saleslogix, Custom) for India unit in **TCS**
* CRM architect in **winning of largest IT deal (BSNL, 1B USD)** aimed at streamlining inter-operator billing and accounting system for all 4 zones in India along with data center setup, solution development, and deployment for each zone
* Architect for multi-year, multi-phase **SI program** comprising **SAP ECC, DBM, CRM, and BI** implementation, roll-out, and support for **Carnation**. In this green-field deployment, commencement of operations was directly linked with rollout of solution in each of 120 multi-brand sales and service centres. The scope covered Sales and Service Order fulfillment, Financials, Supply Chain, and CRM processes
* Engaged in **Enterprise Transformation Vision** for Ginger Hotels to enable **business plan** and **growth strategy** in terms of market leadership, customer retention, employee empowerment, internal processes simplification & re-engineering, and brand building
* Oracle Practice Leader in **TCS**. Handled portfolio of 15 clients across 6 verticals in 3 continents, adding to **75M USD** in business while leading team of **400+**. Brought in practices like ensuring solution effectiveness, effective SOW review & finalization, capability building based on plan & availability, among others. Led a team to establish **Oracle** and **PeopleSoft Labs** with capability building programs to build a 250+ team for 10 transformational/SI programs.

**Startup**

* Initiated **Jade Global**’s NCR operations. **Single-handedly** handled hiring, team building, performance management, office selection & negotiations, utilities vendor negotiations, local compliance, office start-up, and setting up of facilities, apart from successful delivery and program management for this center.

**ERP Consultant with TCS (Aug-1993 – Dec-2000)**

* Led a team of 6 non-TCS developers for **BOM and WIP** development for Cincinnati site against Y2K deadline in GE Aircraft Engine MRO program**.** Guided **Oracle** on **inherent issues** with key **OSP API**.
* Site lead (Italy & Greece) for multi-country, multi-currency Oracle Apps implementation at Michelin Tyres, that was aimed to **standardize Sales, Costing, Financial and Supply-Chain** processes for 90 sites at 34 countries. As the lead, persuade customer to **pay 200K USD** for waste effort
* Certified in SAP FICO. Started SAP Helpdesk in India, which was ranked **# 1** helpdesk in **APAC** with **45%** resolution rate against SAP global average of **30%** within **3 months**
* Project lead cum analyst for **MSLT**, a warehouse management solution for **fully automated** warehouses for Digitron, Malaysia. The complete solution was designed and built-in **10 months**
* Led **Avalon ERP** deployment to completion in my 2nd project, it was among the **most referenceable** Avalon engagement in TCS
* Implemented Payroll Accounting System. It brought down monthly payroll effort from **90 PD** to **3 PD**, with improved accuracy, leading to employee satisfaction

**Key Customers**

* **Banking** (AMEX, PNB), **Education** (UGC, IGNOU), **Energy** (IOCL), **Govt** (FCI, RECL), **Hi-Tech** (SimplyHired, Netflix, Sapient), **Hospitality** (Ginger Hotel), **Insurance** (Swiss Re, SBI Life), **Logistics** (Digitron, Transworld), **Manufacturing** (Avery Dennison, GE Aviation, GE Medical Systems, Honda Motor, Honda Power, Nissan, Flex, LG, Panasonic, Michelin, Godfrey Phillips, Shri Cement), **Media** (LMI), **Retail** (Trent), **Services** (Carnation), **Telecom** (BSNL)

**Professional Journey**

**Employer Designation Base Location Period**

Birlasoft Vice President NOIDA, India Sep’15 – May’20

TCS Sr. Consultant Mumbai, India Jun’14 – Sep’15

Jade Global Practice Head NOIDA, India Dec’10 – Oct’13

TCS Sr. Consultant New Delhi, India Aug’93 – Dec-10

**Academics**

* Master of Technology with specialization in Quality, Reliability and Operations Research, 1993, Indian Statistical Institute, Kolkata, India.
* Bachelor of Science (Engg.) in Mechanical Engineering, 1990, Regional Engineering College (now National Institute of Technology), Rourkela, India.